



How to

**BUILD AN ONLINE**

**BUSINESS**

*NOT A Money Maker*

# How to Build an Online Business

**NOT a Money Maker**

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# Introduction

**It may be a little different to find an ebook that is NOT focused on making a quick buck with your online business.**

Nevertheless, here it is.

Instead of focusing on how to turn quick profits, the focus here is about the long haul, not the short term.

In other words, **if you plan on building your business to be around for the next three, five, ten, or twenty years, this is the ebook for you.**

The information contained here is all about setting up and operating something that is solid and will provide a steady revenue over the long haul. **If you are in it for both the love of the game and to make a decent living, then keep reading.**

**On the other hand, if you want to set up a company that will turn a quick profit and then disappear in a year or two, there is nothing here for you.**

There are already plenty of resources that will help you identify product offerings that will ride the crest of popularity, then bottom out. Go read one of those.

**A lot of ground will be covered over the next few pages.**

## **How to Build an Online Business - *NOT a Money Maker***

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The data will be broken down so that you can quickly move through and find ideas and strategies that can be implemented quickly and easily, along with ideas about positioning your company for longevity in your chosen field.

**So settle in, get a cup of coffee and enjoy.**

# Changing Gears - Getting the Right Mindset

**One of the first things that you will have to do is begin thinking in a completely new way.** Most online startups are focused on making profit as quickly as possible. While there is nothing wrong with that, you want to do things a little differently.

- You want to focus on building a solid company.
- You do not want to focus on making a quick buck.
- You do want to build a business that will make money as well as become a force to be reckoned with in your industry.

## How to Develop This Mindset

**Moving into this mindset will probably not be as easy as you think. Here are some tips that will help:**

- **Don't think of it as a business;** think of it as a way of life. Your business is going to be around a long time. It will be part of you.  
Do you really want something that close to you with no other attraction than it makes money? Of course not.
- **Your business is a way to make a difference.** This means you want more than money; you want respect, admiration, and the ability to be a trendsetter. Companies that are all about the money don't set trends, they follow them.

- **The business can be anything you want it to be** if money is not the center of your attention. You can try new things, take risks, and create to your heart's content.
- **You don't have to follow somebody else's rulebook.** You get to make up your own rules and run the company your own way.

## **Specific Thoughts to Banish**

As part of the process of developing this new mindset, **there are some ideas and approaches that need to disappear immediately.** Among them are:

- **Thinking short term.** While that is fine when you want to make money quickly, it is not the way to go when you are building something that will last. Think two to three years from now, not next month.
- **Treating your business like a hobby.** You can afford to do this when your product line has a short shelf life and you will be out of business in a year or so. But when the idea is to build a business that will be operating at a profit five or ten years from now, you have to take the whole thing a lot more seriously.
- **Forget about quick projects.** Sure, they can grab some interest and will generate some quick cash, but that is not your goal. They do not build up customer loyalty and repeat business. Instead of quick one-off projects, your focus should be on

establishing goods and services that set standards in the industry. That means looking down the road further than the next tree.

- **Selling rights.** Many Internet entrepreneurs do this, making it possible to set up a far-reaching network of wholesalers who private-brand the products. This does not build your brand or establish your company as a force to be reckoned with. Don't do it.

**Note:** While private-branding or offering resale rights to your own products won't build your brand, you can create new products from Private Label Rights products that can promote your brand. Consult "[All Rights Explained](#)" to learn more about how buying Private Label Rights products and using them correctly can promote your business.

As you can see, changing your mindset will involve rethinking just about everything you have learned about starting and running an Internet business. **But if you can switch gears and make this leap, you open up all sorts of doors to the future.**

## **Self-Evaluation: Do You Have What it Takes?**

**By now, you are probably asking yourself if you are cut out for something other than quick profit.** Here are some questions that may help you find the answer you seek.

- **Do you have a vision of how you want your life to go?**

Having a dream to work toward is essential if you want the business to be a success. Without a dream, you will never see much past your nose.

- **Are you willing to work hard?** A successful business means a lot of work. In the beginning, it can mean working a lot of hours and passing up on a lot of social events.

If you can't see giving up some of your free time to build a business, then this approach is probably not for you.

- **Can you resist the urge to get in, make quick money, and then get out?** Building a business that will last means passing up on many of the online opportunities that litter the Internet scene.

You will have to have the strength of mind to stick to your guns and focus on building something that will still be attractive and turning a steady profit five, ten, and twenty years from now, not something that will earn a pile today and be worthless tomorrow.

**Note:** A business model idea that has the likelihood of lasting for many years is the membership site model. Focus on a topic you enjoy, have a good deal of knowledge on, and can gain fresh resources and information on continuously and you'll have most of the ingredients you'd need to create your own membership site that can remain profitable for you well into the future. Add the information you'll gain from "[Building A Profitable](#)

[Membership Site](#)” and you’ll have a business model that can turn a steady profit five, ten, and even twenty years into the future.

- **Will you commit to building your company and sticking to it even when it means making some sacrifices in the short term?**

This means watching your money closely, investing in research, marketing, and other strategies that are geared toward the long term, and being patient while the right products are developed under your watchful eye.

**If you can answer "yes" to all of these, you are ready to continue reading this ebook.**

# Business and Process Planning 101

Putting together a workable business is a little more complicated than setting up a web site, coming up with a catchy name, and designing an eye-catching logo. Not that all three of these are not important; they are very important.

But **regardless of what some of those "business in a box" online offers tell you, they are not the sum total of what you need to address.**

In this section, we will get into the meat of setting your goals, developing policies and procedures, and in general, laying a solid foundation for the operation of your online business.

**One point to keep in mind as you read through this information - a business is a business.** That means just about everything you read here will also apply if you want to build your operation into something that functions offline as well as online. In other words, you are about to get a two-for-one with this advice.

**Let's get started with something that far too many entrepreneurs try to do without - a working business plan.**

## 1. Create a Business Plan

**One of the easiest ways to understand the idea of a business plan is to think of it as your roadmap to reach all your goals.** More than just about any other document, your business plan helps to set the tone and pace for your operation.

**Parts of the business plan will be somewhat broad, while others will be highly specific. There are good reasons for this.**

When it comes to the broad sections of the business plan, it is important to think of these as the places in the operation where you have some room to be creative. Circumstances may require that you respond in a different way to this component from time to time.

Unlike set policies and procedures that are more or less permanent, these broader sections serve more as general signs pointing in the right direction, without making it necessary to follow another highly defined course of action. See these types of sections as the room in your business for your spirit to fly.

**At the same time, other portions of your business plan will be highly specific in nature.** You need these, especially if you are the type that thinks of the "visionary" as being the essence of good business.

**The bottom line is that any successful business needs both style (i.e. a visionary) and substance (i.e. a practical operational base).**

**Even if you despise rules and regulations, decide that you are going to get over it.** Just like a plane needs a runway to get off the ground, you need a solid base of operations to launch all those high-flying ideas of yours.

**Some people hear the words "business plan" and proceed to freeze up.** The task of drafting one seems to be more than they can handle. However, the fact is you do need one and there is nobody better qualified to know what you want to do and how you want to do it.

**And you can do it, even if you are scared to death of such official documents.**

The easiest way to draft a balanced and working business plan is to get comfortable with each of the several aspects of the plan.

In fact, you may want to think about drafting the plan in sections, with each section addressing one of these aspects. That way, the task may seem less fearsome, since you accomplish it in small bits rather than trying to do the whole thing at one time.

**Let's look at the individual components of a good working business plan:**

## 1a. Executive Summary

**The executive summary is pretty much what it sounds like.** Here you are going to sum up the intent and purpose of your operation in a relatively small amount of words. This is not where you get into the specifics of how you are going to reach your goals, but it is a place to put forth enough information to make the whole idea attractive.

**Ever notice the teasers that you see at the movies before the show starts?** In a way, those teasers are like an executive summary. You get a taste of something that is to come. If the teaser is effective, you get just enough information to want to come back and see the movie when it hits the screens.

The same is true with an executive summary. You include just enough data to make whoever is reading the summary think that "this is worth looking into. I want to know more."

**Think of your executive summary as a way of revealing the essence of your overall plan** without giving away too many secrets of how your business will ultimately be a success.

**Things to consider including in your executive summary might be:**

- Basic statement of purpose - What is it you plan on selling? What market are you targeting? Do you plan on delivering the best product or service in the industry?
- How long do you think it will take to reach your goal of being the best?

- In general, how will you operate? For example, do you plan on being primarily an online business or do you envision have brick and mortar facilities as well?

**Note:** To help your company gain a strong online business presence, check out "[The Small Business' Guide To The Internet: A Primer.](#)"

- In very few words, what ideals or attributes are present that will lead to reaching your goals?

Remember that an executive summary does not have to provide full and complete answers to all these questions. Rather, the **summary sets the stage for all these questions to be answered** briefly now, but addressed in greater detail later.

If you need some ideas to get you started, Google "executive summary." You will immediately pull up a bunch of actual executive summaries, which you can use as a starting point. **But don't feel you have to mimic everything you see.** After all, this is about your hopes and goals, not someone else's.

## **1b. Business Description**

**With the executive summary in place, you can move on to the business description.** Unlike the summary, which is somewhat broad, the business description will be much more detailed.

One thing to keep in mind is that your description is not just about your company. It is also about the industry that your company will be a part of.

**More specifically, it is all about how your company will function within that industry.** To that end, you will need to get into some specifics about the current state of the industry (or niche) and how your company will relate to that state.

**Here are some things to keep in mind as you draft your business description:**

- **Include explanatory information about your niche.** This can include some background on the niche, such as how thick the market is with competitors and how large is the average size of your competitor firms.
- **Relate the status and prospects of the niche to your new business.** In other words, define how there is a place within the industry for you and your product line. What niches will you be filling? How will you establish yourself in relation to the current status of the industry?
- **Identify some general ways that your company/product/site will make the best advantage of potential changes** in the niche as part of your plan to establish a firm toehold.

- **Define the underlying structure of your business.** This is where you will begin to describe the type of business you will operate. Will the business function as a sole proprietorship, partnership, or some form of corporation? This will help when the time comes to present your specific business model.
- **Identify how you plan on generating profits.** Obviously, this will involve your basic strategy of selling goods and services. But you want to be more specific than that.

Discuss the nature of your products, their intended uses, and why consumers would be attracted to your product line rather than going with a competitor.

- **Describe what your main avenue of presentation to the public will be.** Will you rely on your web site solely to sell products or do you envision setting up an agent program or possibly a store or two?

Provide some general details on marketing and sales, but keep it simple. You will address both of these aspects later in the business plan.

**Like your executive summary, your business description is meant to pave the way for the information that is to follow.** You can use this to begin formulating a more specific image of your company, but don't use this section as the place to tell all.

Instead, see it as improving the foundation you created with the summary and making what is to follow logical and interrelated.

Now, let's begin to get more specific and talk about marketing strategies.

## **1c. Marketing Strategies and How You Will Use Them**

One of the first things you need to learn is to know **the difference between marketing, public relations, and sales**. While they all are essential in the creation and maintenance of any successful business, they each play a different role.

True, **sometimes the lines between these functions are blurred**. Salespeople often aid in the marketing process and marketers often engage in sales. Both can provide an avenue that lead to either good or bad public relations.

However, in order to really get into the marketing aspect, you must separate the three for now.

**Marketing is the process of developing the outlets and tools that will be used down the road to create a public image and sell products**. It is marketers who develop the basic tools that fuel the imagination and creativity of both public relations and sales efforts.

Without marketing, you will have a weak sales and public relations effort at best.

Here are a few things to keep in mind when it comes to identifying your basic marketing strategy in the business plan:

- **Identify your primary market.** That is, which sub-group of consumers will you be actively courting as customers? Knowing who you want to sell to makes it a lot easier to define how you will go about using various marketing techniques, such as the development of basic marketing collateral and press kits.
- **Identify a couple of secondary markets.** It is never a good idea to have all your eggs in one basket. There are bound to be several markets that will be open to your product line. Often, they are somehow connected to your primary market.

**Example:** You may sell hand lotion for women, but have you thought about supplying hand lotion for nurses in hospitals? Both male and female nurses often use lotion to deal with dry hands.

- **Describe how you plan on reaching your primary and secondary target markets.** Will you make use of direct mail pieces such as postcards or information packages? Or will you use online traffic generation methods?

Do you plan on using media advertising in a PR campaign? Perhaps you plan on using content and article marketing strategies to generate traffic.

- **Provide some support for why these methods will work in your case.** You may cite data relevant to companies who

employ similar methods or note that your approach is somewhat new and different for your industry.

Working through “why” the approach will work can make a huge difference in how you end up structuring the operational aspects of the company.

- **Don't overlook any possible marketing outlet in the development of your strategy.** Even if your focus is being a wholly or mainly an online company, that does not mean you can't make use of traditional marketing outlets like:

- a. Postcards
- b. Magazine Ads
- c. Classified Sections
- d. Profiles in business journals
- e. Ads in trade magazines
- f. Listings in local chambers of commerce
- g. Participation in trade shows and industry conventions

**Think of marketing as another one of those foundations you lay so that other good things can happen later in the process.**

Also, keep in mind that your marketing strategies can be somewhat fluid. That is, you do want to have specific directions, but you also want some room to be creative with how you implement those channels.

You may not think of yourself as a marketer, but look at it this way. **As a consumer, you know what catches your eye and what does not.** Start with ideas that have proven attractive to you in the past and see how they could be included in your marketing plan. You may find this process a lot easier than you think.

## **1d. Competitive Analysis - How Do You Compare?**

An essential part of any business plan is getting into the nuts and bolts of what is going on with the competition and how that relates to your business. Knowing what the competition is up to can really help you with your development as a company. As part of your analysis of other companies in the industry, you want to look at the following:

- **Who are the leaders** in the market or markets you are targeting? How long have they been around?
- **What is the market share of each** of these industry leaders? Is the market share consistent from one year to the next?
- **What is the scope of operation of the competition?** Do they accomplish everything from a single point of presence or are they found in a number of different places?
- **What methods do they employ** to get word out about their products?
- Are any of these companies so entrenched that their **product names have become synonymous with the actual product,**

the way that "Kleenex" has come to be synonymous with a hand tissue?

- Along with strengths, **what are some of the weaknesses of the competition?** Perhaps one or more is so confident on their control of the market that they rely on the same marketing approach they have used for decades.

Perhaps they do not have a good reputation for customer care. Knowing their weaknesses is just as important as knowing their strengths.

As you can see, the first part of your compete **analysis is all about finding out everything you can about your competitors. There are a few good reasons for this activity:**

- You might learn a trick or two that will translate well into your business plan.
- You can benefit from getting a handle on what is already working and how long it has worked.
- You have the chance to get a better idea of where your company will fit into the wider structure of the industry.

Now that you have learned who you are up against and what they have done to become such powerhouses, **you can get into the third aspect of the competitive analysis: Comparing your company to the competition.** This will involve:

1. **Identifying strategies** and procedures the big boys use that will translate well into your business model.
2. **Determining how to adapt those procedures** and strategies so that they fit the scale and scope of what you will accomplish.
3. **Demonstrating how you will make use of all this data to establish a competitive edge** by either meeting demand in a more customer friendly manner or filling a demand that is not directly addressed or met by the main competition.
4. **Making sure your organization is not emulating any areas of weaknesses.** If the competition doesn't distribute to smaller stores, consider including that in your scheme. Or if they make it hard to talk with a representative, make sure your customer care structure is very easy to use.
5. **Compare your selling methods to those of the competition.** The idea is to show you can reach people with equal ease and offer them a viable alternative to the products they have used for years.

Keep in mind there is no such thing as an ideal marketing strategy. A lot of the approach you take to this important aspect of the business plan will depend on your industry.

This is one of the reasons why this competitive analysis is so important. **You get to see what does work and what does not work within the context of your industry.**

**As part of the analysis, try to get as deep into facts and figures about the competition as you can.** Not everything you learn has to go into this section of your business plan, but the more you know, the better equipped you will be to create specific strategies and position your company for success.

**Look for information on the competition from several different resources:**

- **Consumer reports publications.** You can get some great information here about product comparisons and the general perception of the integrity and success of your competitors.
- **Newspaper and Magazine articles.** Often, you can access these with online searches. Items about who is coming, who is going, and what just got developed will go a long way in helping to form an accurate assessment of your competitors.
- **Message Boards.** The Internet has made it possible to create forums and message boards that focus on all sorts of things - including what consumers think about products and the companies that make them.
- **Company Profiles.** Often found on various business sites, these are great sources for history on the company and its current holdings.
- **Earnings Reports.** Many companies now post these on their web sites or archive them at other online locations after the

shareholders meetings are finished for the quarter. You can find out some useful stuff by checking those out.

- **Archived Conference Calls.** Meetings are often now recorded and made available for replay to the general public via a web site.

Take the time to listen to the latest conference call and make note of the types of questions asked. That can be very telling.

Again, you don't necessarily want to fill your competitive analysis with every factoid you uncover, but they can be very helpful in deciding what to include and how to compare and contrast your company to the competition.

**With your analysis now complete, you can move on to the next phase of your business plan,** which is the design and development of your product line.

## **1e. What You Should Know About Design and Development**

**Key to your success as a long-term business will be the development and design of goods or services** that will resonate with the consumer market or markets you are targeting.

While it is true that some successful businesspeople have come up with some great products by mixing up a few ingredients at the kitchen table, be prepared to not be among those select few.

Designing and developing an attractive and perennially useful product takes hard work.

Often, it also takes a lot of resources, plenty of planning, and some type of facilities to come up with a product line that clicks. It does not happen overnight.

**Because you have already done your homework, you have some idea of where there are needs in your selected markets that could use some attention.**

You may already have some general ideas for products that will meet those needs. What you lack at this point is the specifics of what the products will be, how they will work, and **what it will take to produce them at a profit.**

**Don't let all this overwhelm you.** Every successful business has to answer these questions before making a name for itself. To help you get started with the process, here are a few tips:

1. **Refine your idea of what type of products could find a home in your markets of choice.** These may be products that perform a couple more functions than similar products on the market today.

They could also be a new formula that is focused directly on those functions and doesn't directly compete with other products already being sold. By firming up your product idea, you create a foundation to work with.

2. **Gather data on development costs.** What will it take to start researching this new product idea? Do you need a lab? A big soup pot? How about ingredients?

Start getting prices for everything you need to work on the product itself, right down to the cost of pencil and paper to make notes.

3. **Obtain everything you need for the product development.** If you are starting your business on the side while you still work a day job, this may involve purchasing everything over a period of time. That is okay. Just have some place secure to store the equipment and ingredients until you are ready to begin.
4. **Set up a work area.** If at all possible, avoid using a room that is already in use for other tasks. But if you must use the kitchen to start working on the recipe for your product, at least make sure you can put everything away in one place when you are done for the day.
5. **Have some patience.** You probably will have to go through several rounds of development before you hit on just the right combination. Every failed design is just one more step toward perfection.

### **The Development Aspect of Design and Development**

Of course, in order to make the best use of the resources you have collected, you will need to have a plan.

This is something that many would-be inventors and entrepreneurs overlook.

Instead, they choose to wing it. Sure, it can work. But it also can lead to a lot of failures before success is discovered.

Simply put, you need a development process plan. **Here are some ideas that will help you formulate a workable plan:**

- **Set aside specific times to work on your project.** Sure, it looks romantic in the movies to dedicate oneself to the pursuit of developing a great product around the clock, finally arriving at a miracle product just before physical collapse. But it isn't real life.

Time away from the work often yields fresh perspectives that will make your time in the lab more productive.

- **Establish a process flow that includes basic assembly, testing, and evaluation.** For example, if you are writing a new software widget that performs some IM task, you will want to create a prototype, pass it around to friends, and then ask for feedback.
- **Document your work.** This is extremely important. Using widget analogy, imagine that Prototype #14 was close, but not quite there.

Around the time of Prototype #20, an idea for a new widget comes to mind that would give #14 just the added appeal you

want. Problem is, you didn't save the programming for widget #14. Tough luck. Make comprehensive notes and hang on to them.

- **Create a working model that will do everything you want.** Don't be that concerned with appearance at first. That will come next.

**Essentially, you want a logical chain of events that has a good chance of leading to the development of a salable product.** At the same time, you want a process that will allow you to document every step of the way.

**Even failed attempts should be documented fully.** You never know when you will strike gold by pulling some of the best elements from several failed attempts.

### **The Design Part of Design and Development**

Once you have put together a working prototype of your product, you can advance on to the design element of the creative process.

Think of design as coming up with that outer shell that will make your products not only functional, but also appealing to the eye.

**Even if you are simply writing a report, you will want to make sure the ecover and accompanying sales page look attractive.** Without these elements, your ebook will fail, even if the ideas it contains are fresh and useful.

**Note:** Ecovers are not easy to create for those who are unfamiliar in using graphic design programs and graphic designers can charge a hundred dollars or more for just one ecover. To create beautiful ecovers without spending a fortune or spending a lot of time learning to use a graphic design program, check out [Instant eCover Templates](#).

Appearance cannot be underestimated these days. We live in a world where customers make purchasing decisions more rapidly than at any time in the past.

Specifically, one quick look is enough to turn a customer off if they don't like what they see. It won't matter that your product is better in every other way; if it doesn't attract the eye, you will be dead in the water.

Even digital products have to look good in order for them to sell well, no matter how good or different the information is inside of them. To help you make your digital products look more appealing so that you will sell more of them, consult "[Internet Packaging Strategies: Increase Consumer Confidence Through Responsive Presentation Models!](#)"

To this end, **you need to develop a design process that will create a visual appeal that compliments the function of your product.** Here are some ideas:

1. **Engage in some visualization of your own.** What types of images come to mind when you think about the environment where the product will be used?

Does the product itself conjure up some specific images in your mind's eye? Consider this inspiration for what is to come.

2. **Sketch design ideas.** Don't worry if you are not an artist. Sketch anyway. What you want to do is figure out what type of outer shell will house your marvelous product to its best advantage.

No matter how far-fetched an idea may be, sketch it out. One or more elements of even the craziest ideas may be helpful down the road.

3. **Save those sketches.** Discard nothing. Remember when you were trying different recipes for the product itself? Same thing applies - an older rejected design may later become viable again with a few simple changes or additions.
4. **Build a few prototypes of the best designs.** Pay attention to color, size, and texture. Take your cues from what you know about your targeted markets.
5. **Test-drive your designs.** Share them with folks you can trust or even consider setting up a display at a public place and asking for feedback from passers-by or site visitors. Make sure to document why or why not they like a particular design for the shell.

**Of course, there is more than just designing the housing or artwork for your product.** There is also the need to think about

packaging for the completed product. Often, this can be just as important as the right shell or housing.

**Packaging is a separate component from the product housing.**

Think of it this way. A perfume bottle is the housing for your new perfume, but there is a good chance the housing is also encased in a box. The box is the packaging, not the bottle.

Packaging is important for a few reasons, such as:

- **It protects the housing.** If you have designed a beautiful glass bottle for your perfume, you want it to look great when the customer receives the purchased item.

Packaging helps to make sure the product is not scratched, marred, or otherwise, rendered unattractive.

- **It provides another way to show off the product.** The final appearance of the packaging is one more way to draw the eye of the consumer and pique interest. As such, it can serve as a two-punch approach.
- **It is practical.** You may have designed a housing that is aesthetically pleasing with all sorts of waves and angles. The packaging can be square or rectangular, thus making it easier to stack on display cases or in warehouse space.

At the same time, if a consumer buys several of the product at the same time, they can store them away on a closet shelf with ease.

**Don't underestimate the value of packaging.** The product proper is of course the main thing. You can have beautiful packaging and an outer shell that is visually appealing, but if the product is bad, you will fail. Designing attractive packaging will go a long way toward helping you getting your foot in the door with new consumers.

To recap what we have covered in this section:

1. **Create a plan for developing just the right product.** Keep all your notes. Document every step of every attempt.
2. **When you have a viable product, start work on designing the outer shell or artwork.** Make it attractive and relevant to the nature of your product.
3. **Do not neglect the packaging aspect of the overall product design.** A well-designed CD case or box for an actual, physical product could significantly increase its perceived value.

One final word about product design and development: Exercise patience.

Yes, you would love to start work this afternoon and by midnight have a wonderful product that just happens to require a shell you designed in minutes. Forget about that happening. This is real life.

**Be prepared to put in a lot of hours over an extended period of time.** Good products do not happen overnight. They take time and a lot of trial and error.

**Besides, patience is a virtue you need to have with any type of business, even an online business.**

Having the ability to wait until just the right time to make a move is a characteristic that is common to just about every successful businessperson. Timing matters a lot. Let that patience begin during the design and development stages and allow that virtue to apply to everything that follows.

**1f. Day To Day Functions - Setting Up Operations and Management Functions**

Even if you plan on operating a business out of your home and focusing on an online presence, there is still the need to lay out an operational process and establish some management or oversight protocols. Failure to do this will mean that necessary tasks will go undone, at least until it becomes obvious that something is not right.

For example, an important task that needs to be done on a regular basis is gaining new customers and giving support to your previous customers when they need assistance. However, playing phone or email tag can cause your business to become less productive over time because you constantly have to call back or email them to get in touch with them and discuss business or provide support. You can eliminate this problem with [Turbo Secretary](#) and ensure that your business stays on the right track when it comes to productivity and expansion.

**Of course, your hope is that as the years go by, your business will continue to grow.** This growth may be in the popularity and distribution of products or in the expansion of physical facilities and the number of persons who work for the firm. Either way, you still will require a structure for operations and a way to manage that structure.

**Let's spend some time looking at basic operations functions that will apply with any type of ongoing business concern:**

- **Production.** There must be an organized process in place to manufacture your product. It doesn't matter if you are producing ebooks or lawn mowers. A well-defined production process is required.

The process may be very detailed or very simple, depending on the product and the complexity of producing units at a profit.

- **Raw Materials.** Whatever is needed to manufacture your product is raw materials. Somebody has to procure these materials and do so in a timely manner. Otherwise, production will bog down and you'll lose money.
- **Accounting.** You will need to pay taxes, renew business licenses, maintain Payables and Receivables, to name a few accounting functions. If you have employees, there is withholding and paychecks to think about. Failure to do so will cripple your operation in no time.

- **Order Fulfillment.** Even if you are strictly an online company, somebody has to prepare the goods for delivery to the customer in a timely manner. Customers who order and pay for items tend to get a bad taste in their mouths when the product does not show up. This holds true even for PDFs.

**Consider these areas to be the foundation of your operational process.** But they are by no means the only areas that you need to have in place:

- **Sales and Marketing** - Two separate but complimentary functions. Some companies choose to combine them into one area of responsibility, while others keep them separate.

You can decide which will work best in your company culture. But make no mistake - you do need both.

- **Customer Care** - Also known as customer service. No matter how good you are, there will be a need to communicate with customers on orders that are not right, questions, and several other common issues.

Customers who have trouble getting the attention of someone don't usually hang around, no matter how good the product is. They'll go somewhere else where they feel appreciated.

- **Public Relations** - How you are viewed by your business peers and the general consumer market is important. That is where a solid PR effort will come in. Often, public relations can work

hand-in-hand with marketing and sales to help foster the right image.

One thing that is important to remember is that you not only need to define the basic areas of operations, but also the **individual roles that must be played within those processes.**

**Further, somebody has to manage the team who oversees each function.** This means creating job descriptions and also establishing a management team.

### **How to Put Together Job Descriptions**

**Job descriptions are not intended to limit creativity or narrowly define what a person can or can't do as part of the team.** In the best of words, a job description establishes a division of labor, ensuring that every task is covered adequately and efficiently.

The job description provides the foundation for participation in the company by assigning each person with that job or position specific tasks that aid in the overall success of the company.

Here are some things to keep in mind when it comes to drafting a workable job description:

- **The basic description must be clear.** No ambiguous or vague ideas about work responsibilities. The more direct the list of assignments can be, the easier it will be for the person holding the position to perform the associated tasks.

- **The description should always include direction on who to report to.** In just about every work situation, there will be instances when an employee needs advice, counsel, or instruction to meet a particular set of circumstances that are a little out-of-the-box.

Having someone to go to for help is essential. Otherwise, there will be no line of communication, which leads to chaos.

- **While the responsibilities should be clear and specific, they should not be limiting.** That is, there should always be room for people to step outside the box and assist in other areas if the need arises.

This includes managers, who should know how to perform the tasks assigned to their areas and be ready to step in and help if needed.

### **A Few Words about Managers**

Speaking of managers, there are a few specific things you want from anyone who is entrusted to oversee a part of the overall operation:

- **Managers are part of the team.** They do not preside over the folks who do the work. They do facilitate the accomplishment of tasks, step in to help when needed, serve as the authority when a decision must be made, and in general, make sure things stay on track.

- **Managers provide structure to the work environment.** They make sure people arrive and leave on time, ensure materials are in place to do the work, and evaluate the efforts of everyone concerned in the process.
- **Managers work with other managers.** Together, the management team makes sure that the operation process flows consistently from one phase to the next without interruption. If one manager needs help, the others band together and provide the assistance.

**Of course, all the above is in a perfect world.** You probably have worked in environments where managers rarely showed up on the floor, had little to do with employees unless disciplinary measures were required, and in general, carried an air of being above it all.

But since you are creating your company from the ground up, you have the chance to establish a management process that is in the best interests of the company in the long run.

Do it.

Even if you operate a business that is only an online entity, you still need to communicate effectively with the managers and workers who help you complete your ebooks, software programs, and other downloadable products you create. A tool that can help make sure your managers and workers are working effectively toward completing your projects is the [Turbo Task Manager](#).



## Finding The Right People For The Right Positions

**Just like any position in the company structure, you need the right people to function as managers.** Ideally, your managers will all possess these essential qualities:

- **Leadership.** Managers often have to lead by example and by word. This means your manager must be able to command the attention of employees assigned to him or her and be able to support company policies and procedures through the example of personal department.
- **Good communication skills.** This means listening as well as speaking. A manager that is unable to effectively listen to and then communicate with an employee will do your business a lot of harm.
- **Ability to make tough decisions.** Managers have to deal with all sorts of unpleasant tasks, such as rearranging schedules when someone is sick or has to be out of the workplace and disciplining unproductive or disruptive employees. Not everyone is cut out for that sort of thing.
- **A solid work ethic.** While needed in any position with a company, this commitment to excellence must be present in any authority figure, but particularly with the authority figure that employees interact with each day.

**No matter how strong your operational process looks on paper, it will fail without the presence of solid management—regardless of whether you HIRE a manager, CONTRACT one... or whether the manager is YOU.**

Having the right people in the right positions takes time. The good news is that you are likely beginning your online business either on your own or with a small team of partners.

This provides you with an excellent chance to pick and choose new team members when and as the business begins to expand, and make sure they are right for the job.

### **Some Final Words About General Operations**

Just as your managers must be able to work together and complement the efforts of each area, the flow of operations in the organization must be logical if you are to maximize the return on your efforts.

### **Logical flow is important for three key reasons:**

1. **It cuts down on waste.** Consider this example from the home. Would it make sense to put the refrigerator in the bedroom? It may be convenient for quick snacks, but it would delay the work of preparing daily meals.

In like manner, placing related tasks in the hands of different employees could waste valuable time. Time is money. Thus, waste means less profit on each unit produced.

2. **It minimizes frustration with the process.** Conscientious employees like to get things done efficiently. Arranging related tasks in order so the production moves easily from one step to the next will make a world of difference in how employees view their work.
  
3. **It makes tracking productivity much easier.** By surveying the progression of the logical steps, it is often easier to see ways to enhance the flow - something that is hard to do when related tasks are scattered about with no real order or flow.

**While this seems like such a basic, it is sometimes amazing how businesses organize their space.** Essential tasks may be conducted by staff who are completely unaware of related tasks, which, if known, could save time and improve cohesiveness.

Since you are designing the operations flow, you can avoid this type of thing and make it possible for every step of the process to easily move from one phase to the next with little or no wasted effort.

As you lay out the operational process, keep these ideas in the back of your mind:

- **Keep it simple.** Don't waste time trying to dress up the process or unnecessarily complicate it. The less fuss it takes to start,

complete, and move on to the next phase, the better off you will be.

- **Make it logical.** You may want to try this simple technique. Write down each essential function from the acquisition of raw materials to the packaging of a finished unit on individual index cards.

Then arrange the cards to reflect a reasonable flow from one task to the next. This will help you define jobs in each department and also help set up the operations floor so time and resources are not wasted.

- **Allow some room for adaptation.** Circumstances will change and you will need to enhance the basic flow of operation. If there is a logical way to insert a new process or refine an older one and still keep the flow going, you know you are on to a good thing.

Remember that while there are no rules that say your operational process has to be a replica of what others have done in the past, **you can learn a lot from how your competitors do things**. If possible, take the time to learn more about their operational flow and process.

**There is a chance to gain two types of insights by evaluating the operations structure of the competition.** First, you might see some things that will work well in your environment and save a lot of time and money. Count this as lucky, since you do not have to reinvent the wheel.

At the same time, you are likely to notice some things that you definitely want to avoid. Count this as lucky also, since you will not have to waste time later fixing something that should have been put together properly in the first place.

With your concepts for production and general operations in place and your management and general employee ideas formulated, it is time to move on to an important aspect of getting off the ground and flying for the long haul - finances.

## **1g. Money, Money, Money - Funding Your Business and Managing Expenses**

It goes without saying. **You need money in order to handle the costs of starting up your business.** And until the company begins to turn a profit, there is also the need to have some source of funds to handle all the expenses that come with operating the various facets of the operation.

Unless you are independently wealthy, chances are you will need to turn to outside sources in order to acquire the financial wherewithal needed to get the business up and running.

**As part of your plans for funding, there are essentially three main issues that must be addressed.**

**First, what sources of funding are open to you?** Second, what is the sum total of the start-up and operational expenses you will need to

cover until the company begins to generate enough profit? Last, when do you expect to have enough income to generate that profit?

**Let's take each of these three aspects in turn and explore the options.**

### **Sources of Funding Your Business**

There are several ways you can go about obtaining the flow of money you need to get started and keep the business moving until it reaches a revenue-generating level. Some are relatively painless, while others could cause a lot of heartburn. Here are some examples:

- **Borrow the money.** If you have good credit and a good business plan, then you may be able to obtain a loan from your bank.

Keep in mind that the interest may not be the best, but you can definitely break the loan down into payments that you can manage without putting too much of a strain on the budget.

- **Take on a silent partner.** There are several variations of this theme. You can go with a partner who pretty much stays out of the operation of the business, but will expect to realize some type of return in exchange for pumping money into the venture.

Or you can have a silent partner who is active in the operation of the business, but wishes to not be publicly associated with the venture.

- **Find a group of investors.** You may have such a good idea that you can interest a group of venture capitalists in underwriting your expenses for a period of time.

As with other forms of funding, the day will come when you will need to repay the balance with interest in some form.

- **Work another job and funnel your earnings into the new business.** It is not impossible to keep working at your present job and build your online business as you can afford to do so. This may mean setting up a savings account and putting away money now and then until you have enough to operate for several months with no income at all.

**All these approaches have benefits and drawbacks.** Some mean you have to move slowly. Others may mean quick cash now, but a financial headache later. You have to decide what type of funding will work best in your situation.

### **Calculating Your Business Expenses**

**Of course, it helps if you know how much money you'll need.** That is where accurately projecting your monthly operational and related expenses becomes very important. This may not be as easy a task as you think.

For purposes of determining how much money you need to get the company up and running and remaining functional until enough net

profit makes the scene, **you should consider these factors in particular:**

- **Raw materials.** They may not be cheap. Determine how much you will need each month to make your products.
- **Equipment.** For an online business, you will need to think in terms of hardware and software to design/maintain the site, host the site, and handle the inbound traffic at the very least. If you are manufacturing a product, there is also cost for that equipment as well.
- **Technical support.** Somebody has to keep computers, servers, etc. up and running. That costs money.
- **Clerical support.** Every business has clerical duties to address, even an online business that is ran from the home. This means making sure you have what you need to handle all sorts of little things.
- **Packing and shipping supplies, along with courier and postage fees.** Once the orders are placed, you have to get the goods to your customers.
- **Wages, salaries, and benefits.** If you plan on having employees during the start-up process, then you will have to pay them. If you want really good employees, chances are you will need to provide some type of benefits, such as health insurance. That does not come cheap.

- **Taxes, permits, and business licenses.** Nobody likes them, but they are necessary unless you want the government to shut you down.
- **Miscellaneous expenses.** Every business has them. While a broad category, it should never be left off. Even if you think you have planned for every possible expense, budgeting in a slush fund is a smart move.

Depending on the way you plan on operating, there will be other expenses to consider. Remember all that research you did as part of your competitive analysis?

If you did it right, then you have some idea of the usual and standard expenses your competition funds each month. You can mine that data for solid ideas of what you need to be prepared to cover.

### **Income Projections**

**Ultimately, you want to be operating at a net profit.** What this means is that you are able to cover all your business-related expenses and have a little left over. This is a goal you will work toward. In the meantime, you need to project income levels during your start-up phase.

Essentially, you are setting reasonable goals for income during each month of operation. **Obviously, the chances of being profitable right out of the chute are pretty low.** But there is a good chance

you will generate some sort of revenue that first month. It may be small and nowhere near equaling your expenses, but it will be there.

**Project your income based on monthly-generated revenue.** The idea is that as time goes on, you can expect a steady increase in gross income each month. At some point, you will project to break even, and finally, to generate a net profit.

**Income projections can be helpful in attracting investors or venture capitalists.** They also can't hurt when speaking with your loan officer at the bank. They show that you have a working model of when your company will be profitable and when it can be expected to stand on its own two feet.

Of course, this assumes you did not pull the projections out of thin air.

**Effective income projections mean considering several factors.**

These include:

- Sale price per unit
- Market conditions
- General economic factors
- Costs - do they remain the same, rise, or fall as time goes on?
- Quality - your products are good enough to attract attention and create a loyal customer base.

Don't think that you have engaged in the process of projecting income if you do a quick survey of your set-up plan and remark, "I should be making a profit in fifteen months." All you have done is expressed a

hope. True income projections demonstrate generated revenue figures that are based on verifiable information, not wishes.

**By this point in the process, you now have laid the groundwork for your business.** You know what you will produce, how you will organize the company, what you need in the way of resources, and how long you think it will take to become profitable.

The time has now arrived to move on to the intricate details of the workday. This factor is known as process planning.

## **2. Elements of Successful Process Planning**

**Process planning has its roots in setting up schedules and deciding which tasks are necessary in order to achieve the goals that are set for the time period cited.**

As such, each aspect of your operation will need to be planned out if you want to make the most of your available resources and eventually achieve profitability.

**To an extent, you have always been engaged in the art of process planning.** Think about it. You have a process for each day you live. You rise, you eat, you go to work.

In between, you run errands, engage in some type of recreation. At the end of the day, you sleep. That is nothing more than a broad process for living your life.

**Process planning, then, is simply a way of ensuring you are moving toward your goals of being successful** at a consistent and measurable pace. This will involve a number of different factors:

- **Setting daily, weekly, monthly, and annual sales goals.** Generating sales is what helps you get the goods to people who want them. Without sales, you are dead in the water.
- **Evaluating rates of production.** In order to fulfill customer orders, you must produce the goods at a consistent and reasonable rate.
- **Assessing internal processes.** These range from paying bills to assisting customers.
- **Processing orders.** This must be done efficiently if you want repeat business.

In order to effectively use process planning, there is a need to define and make use of a specific procedure. Here are some of the things that go into effective process planning.

## **2a. The Concept of Process Mapping**

**You've no doubt seen a map.** It provides you with information needed to get somewhere. **Process mapping does the same thing.** It helps you know what direction to go in order to reach your business goals.

**With process mapping, you are looking at each step in the process and determining how it logically relates to the next**

**step in the sequence.** The idea is to make sure the steps proceed in a logical manner that results in the most efficient use of resources.

**In short, the process must make good sense.**

**There are several important things to keep in mind when employing the idea of process mapping:**

- **Mapping a process means breaking it down into steps.** The steps should be complete in their own right and achieve some type of action.
- **The mapping should indicate a flow from one step to the next that builds on what has been accomplished thus far.** If this is not the case, then the mapping has uncovered a defect in the process that you need to correct.
- **You will need to map each process continually.** Just like an actor who plays the same role for several months must rehearse in order to keep the performance on target, you must evaluate each task in a process from time to time to make sure nothing has crept into the process over time.

## **2b. What Does It Take To Build A Process Map?**

Because process mapping is a logical chain of actions or processes that lead to a desirable conclusion, **building the map means looking closely at the steps included in a task.**

**Some people refer to a process map as an escalation list.** All it really boils down to is identifying the steps in a process and lining them up in order. To accomplish this, you should do the following:

1. **Write down the steps that make up a given process.** To make this most effective, try approaching this from two angles. First, identify as many steps as you can. Second, ask others for their input on necessary steps. Between the two, you should come up with a pretty comprehensive list.
2. **Arrange the steps.** This will mean establishing the logical flow of events that will result in a fully completed process within the larger task. The idea is to set up the sequence of steps so that the goal of the task is reached.
3. **Note how each step flows into the next step.** The flow should be apparent and be a logical forward movement. If it is not, you have steps out of sequence or are missing a vital step.
4. **Determine the level of decision making that is associated with each step.** Some may require nothing more than mechanical actions, while others may call for evaluation and an arrival at some sort of resolution that will impact the progression to the next step.

Once you have identified, arranged, and refined the steps in your process map, the data is now ready for use in your business plan. **You want to:**

- **Formalize the process map or escalation chart.** You can do this by using software tools to create the map or chart. This will provide a simple but effective visual tool that can be shared with all concerned parties, especially those who are charged with carrying out the steps.
- **Use the data to create or refine internal operating procedures.** Essentially, much of your corporate policies will be the result of using a process map to identify a desirable outcome and to determine how to go about reaching that outcome in the most efficient manner.
- **Subject your policies and procedures to scrutiny from time to time.** You want to make sure they remain relevant to the mission of the company, are doing the job properly, and are utilizing the resources available as efficiently as possible.

Don't be alarmed if you have to change something over time. Any growing company has to tweak things now and then.

At this point, we have discussed setting up the operation, defining goals, identifying needed processes and who will accomplish them, and how to go about getting funding for your company.

**There is one more critical aspect that you need to address as part of building and maintaining your business. That is handling your paperwork.**

# Getting Your Business Paperwork in Order

**Even in an age where so much is done online, there is still the need to maintain paperwork.** Sometimes, those documents are maintained in hard copy form or as electric copies. Either way, there is no method for avoiding them.

No matter the size of your business, you will need to set up, secure, and maintain certain forms of paperwork in order to function. Here are a few examples:

- **Business checking accounts.** Ideally, you will maintain at least two different accounts. One will be for general operating expenses and one will be for payroll and employer and employee withholding expenses.

You may want to consider a third account for funding marketing projects, but that is optional.

- **Accounting Systems.** In some form, you will need to keep account ledgers, produce balance sheets, cost analysis results, and other important documents. You also need a documented process for keeping up with Payables and Receivables.
- **Personnel Files.** If you have employees, you will need copies of their applications, any employment contracts that are signed and dated, tax withholding forms, and other key documents.

- **Employee Handbooks.** These handy devices provide a one-stop source for general company policies regarding employment, benefits, rules and regulations, and other important aspects of the relationship between the company and persons who work for the organization.
- **Foundational documents.** This can include such items as Articles of Incorporation, company by-laws, and business licenses. These are the documents that allow you to operate legally within established governmental regulations.

**There are other forms of paperwork that may be helpful, depending on the structure of the company.** These include interoffice communications, requisition forms, transfer authorization forms, and inventory request forms. You can find examples of other types of business documents that might be useful online.

## **1. Setting Up Business Checking Accounts**

**There are a few things to keep in mind when you start setting up your business checking accounts:**

- **Take along supporting documents.** Depending on banking regulations that apply, you may need to provide copies of a business license or incorporation papers.

In other instances, all you may need to do is take your personal identification documents and the corporate Tax ID number. Talk

with the bank before you make the trip so you make sure you have everything you need.

- **Decide who can sign checks.** Many banks require at least two authorized signatories on each account, with either party empowered to sign a negotiable check.

As the owner, you want your name on the accounts. But it is a good idea to have someone else who can issue checks in the event of an emergency.

- **Determine how many checking accounts you'll need.** It is a good idea to keep some functions of the company separate from others. Payroll and taxes can be paid from one account, with your financial officer able to sign the checks.

Another account for operation expenses can be set up to allow other managers to sign checks related to supplies, materials, and other purchases.

- **Shop around for the best deals.** Different banks will offer different packages based on the size of your company and what you need.

You may be able to command checking services without a monthly service charge or even other perks. Before you set up anything, look around and compare.

## 2. Setting Up Your Accounting Processes

**You may not be an accounting guru, but that is not the problem it used to be.**

Thanks to accounting software packages, you can set up a set of books with the greatest of ease. In no time, you will be ready to track Payables and Receivables, issue invoices, calculate taxes, and do all sorts of useful accounting functions.

**To get started, here is what you do:**

- **Check the hard drive of your computer.** You may already have a basic accounting software package as part of the money management software that came with the system. If so, you are good to go.
- **Download free software.** There are some freeware versions of accounting software you can download. They are simplistic, but if you are running your online business from home, they may be sufficient.
- **Purchase accounting software.** The advantage of these packages is that you can often get free updates on changes in tax laws and other useful stuff. Go with a package that provides plenty of help based on your level of proficiency.

**Once you have the software established, start to create your accounts.** More sophisticated forms of accounting software will help you line up your expenses into categories that comply with general accounting standards. You will learn as you go.

Even if your business makes most of its profits from PayPal payments, there is also an easy way to transpose those PayPal payments into your accounting system – by utilizing [Turbo Transactions Manager](#).

**If you still feel unsure of your ability to keep accurate books, then take an accounting course at a local college** or pick up some textbooks to study at home. Chances are you will find that basic accounting is nowhere as complicated as you think.

### **3. Calculating and Paying Taxes**

**This essential component cannot be overlooked, even in a small business operated from home.** No matter where you live, your business is subject to certain government-imposed taxes. It is your responsibility to pay these taxes on time and in the correct amounts.

**There are a couple of avenues you can utilize to make sure this happens:**

- **Use your accounting software.** Many are capable of generating the right forms you can use to report and calculate your received revenue on a monthly or quarterly basis.

The better types also will periodically download updates so you always are in line with current applicable tax laws and tables.

- **Hire an accountant.** If you really are unsure of how to keep up with taxes, don't take chances. Let a professional take care of the task.

Sure, it will raise your operating expenses, but what you pay the accountant will be much less than any penalties you would incur by failure to report revenue and pay taxes in a timely manner.

**Both approaches can work effectively.** And keep in mind there is no reason you have to choose one and stick to it. For example, you can begin by utilizing the services of an accounting service now and gradually migrate the functions in-house over time.

**You may also choose to handle your books for now, but outsource the functions to a service as the business grows.** Keep both options open and evaluate the current status of the company from time to time, just to make sure you are doing what is in the best interests of the company.

## **4. Establishing Other Important Paperwork**

**There will no doubt be internal forms of documentation that will be needed as the company grows.** Many communications that can be handled effectively by simple conversations will need to be documented in more detail over time.

You will find that interdepartmental communication forms will become helpful and expedite operations at some point.

**Keep in mind a few things as you develop internal documents:**

- **Don't create documents for the sake of having documents.** Each form of paperwork you create and implement should have a useful and timely purpose. Otherwise, the process will simply waste resources.
- **Revise, review, and delete the use of internal documents as the need arises.** What is useful at one point in the life of the company may be pointless later on. Don't hold on to anything just because "that is the way we've always done it."
- **Have a tracking system in place to keep up with internal documents.** You may choose to keep them in departmental files, personnel files, or some type of central repository. Just make sure that retrieval is an easy process, even if the document you need is ten years old.

**Paperwork is necessary, but it does not have to be a business annoyance or evil.** Know what you are required to have in the form of paper trails as they relate to governmental compliance and what you need as far as internal communications. Keeping this balance will make life a lot easier, as well as prevent miscommunications.

## Conclusion & Wrap-up

**When you get down to it, you are the one that decides just what your business will become.** Making that decision automatically sets you on a path that may lead to a lot of personal fulfillment over an extended period of time.

At the same time, your choices may mean a quick buck in a short time, then nothing left but an empty shell.

**The choice is yours.**

In this ebook, the assumption has been that you want to create a business that will have a long and profitable life. **The focus is on creating the process and not on making a lot of money in a short period of time.**

**Every business shares the goal of being profitable.** Certainly, you want that. But what will set you apart from many other online businesses is that you plan on being around ten, twenty, and maybe thirty years from now.

You plan on growing through the years, being an integral part of your industry, and making a difference.

**In short, you are NOT just about the money.**

**Not everything you need to know in order to be a success is found here.** But you will find enough information to build a solid foundation.

As time goes on, you will find other works that help to elaborate on various aspects of creating a working business model, being a responsible corporate citizen, and managing your resources properly. **There are also plenty of resources that focus on marketing, sales, and public relations that will help you with your goals.**

As you grow in your business identity, always remember the following:

- **There is always something new to learn.** No matter how much you know, there is always one more idea, one more fact, and one more concept that you can encounter, consider, and possibly put to good use.

The [Turbo Membership](#) can help you stay on top of the changes in your industry because it is constantly being updated with the latest ebooks and information.

- **Things change.** Technology, consumer demand, and ways of doing things are in a state of flux. Your job and commitment to your company demands that you always be aware of what is coming down the road and be ready to discard or adapt any aspect of the business to prepare for the new climate.
- **Goals change.** That is why you set short-term and long-term goals. That is also why you evaluate those goals and see if they

are still viable. If necessary, you adjust those goals to line up with new knowledge you have acquired or changes to the marketplace that require a new response.

- **People change.** The bottom line is that what you want at the age of twenty may not be what you want from the company at age thirty or forty.

Just as you may need to rethink company policies, procedures, and product lines over time, you may need to also take into consideration your own personal growth and how that impacts the company.

**Now that you have a handle on the basics, get out there and build your own online BUSINESS.**

**Don't wait. Start NOW.**

**John Delavera and *{--your-full-name--}***